DDA 79-0183/13

2 APR 1979

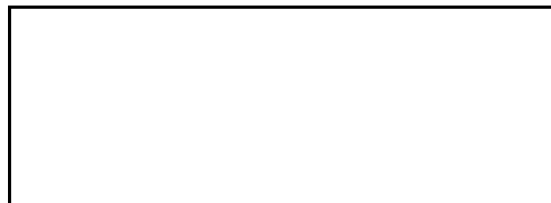MEMORANDUM FOR: Director of Communications
                  Acting Director of Data Processing
                  Director of Finance
                  Director of Logistics
                  Director of Medical Services
                  Director of Personnel
                  Director of Security
                  Acting Director of Training
                  Assistant for Information, DDA

25X1   FROM   :   [   ]
                    Chief, Management and Assessment Staff, DDA

        SUBJECT   :   DDA Goals Management Meeting, 20 March 1979

        1. The Goals Management Meeting on 20 March 1979, marked
the second quarter reporting for this Directorate to the DDCI.

        2. Attached are Mr. Carlucci's follow-up comments on
goals 1, 2, 5, and 8. Also attached is a copy of the minutes
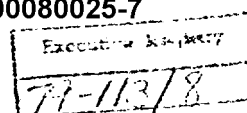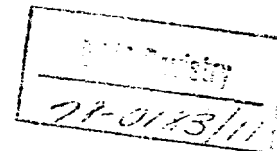as prepared by his staff.

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Attachments
   As Stated

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DOWNGRADE TO UNCLASSIFIED
WHEN SEPARATED FROM ATTACHMENTS

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SECRET

22 March 1979

MEMORANDUM FOR: Deputy Director for Administration

FROM   : Deputy Director of Central Intelligence

SUBJECT   : DDA Goals Meeting, 20 March 1979

I thought we had a valuable meeting, and I agree with your policy of having all your office directors attend. I found particularly useful the contributions of the other Deputy Directors, Les Dirks and John McMahon, on a number of issues that were raised.

I have a few specific follow-up comments.

Goal #1 -- Comprehensive Information Handling Strategy. I am interested in receiving your proposal on how we would organize the Agency-wide effort. We should assure that, as John McMahon suggested, other responsible offices have a crack at the proposal before we launch it. I also noted concern that other efforts are underway that should be coordinated and not launched separately. I agree with that. Please provide your draft plan to me as soon as possible.

Goal #2 -- Training Accountability. Please prepare, as we discussed, a final analysis and report on this goal and issue. Assuming a satisfactory report, we can then drop this goal.

25X1 Goal #5 -- Personnel Management Evaluation. Per our discussion, you will shortly be receiving [ ] personnel management system evaluation. I am looking to the Office of Personnel to help me lead the Agency-wide review and implementation of the report after the DCI and I have approved the recommendations. You should meld your previous personnel goals into this overall goal as [ ] report implementation proceeds.

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Goal #8 -- Security Reinvestigation. Based on our discussion, you should report at our next meeting on your analysis of the frequency and justification of interruption of field investigations by higher priority investigations. If they are not real priorities, you may want to suggest some appropriate guidelines or criteria.

25X1

/Frank C. Carlucci

25X1

cc: DCI
     DDS&T
     DDNFA
     DDO
     Comptroller

DRAFT

DDA Goals Program--Second Quarter
20 March 1979, 10:30-12:00, DCI Conference Room

Mr. Wortman opened the meeting by saying he had asked all of his
office directors, even those not making presentations, to attend. He
introduced Bruce Johnson to present Goal 1, saying it is one of the
more important goals.

Goal #1: To develop a comprehensive information handling strategy for
the Agency's ADP, telecommunications, records management, and word
processing. Presenter: Mr. Bruce Johnson, Deputy Director of Data
Processing

Mr. Johnson stated that this is not so much an ODP goal as an
Agency one. ODP sent a memo to all Deputy Directors, and through them
to all their office directors, requesting comments on the information
handling problem. The returns were quite helpful, but because of their
volume it took some time for ODP to analyze them. There were three
major themes: a lack of central coordination, growing volume, and a
plea for common standards and policy. ODP has summarized the comments
in the responses and a draft paper is being reviewed by the DDA and
the Comptroller. After their review, it will be submitted to the EAG.

Two problem areas mentioned by Mr. Johnson are the need for a
full-time, senior-level officer responsible for the program and the
other forces that are converging on the problem. He mentioned in the
latter regard some of the Security Task Force Recommendations which
relate to information handling. Mr. Johnson believes we are in danger
of disrupting the program if we approach the problem in a piece-meal
fashion.

Mr. Carlucci stated that if we set up an information csar the line
management may be disrupted. He asked how this would be handled.
Mr. Taylor replied they have not yet reached the point where they are
thinking of organization. He said the problem is as Mr. Carlucci stated
it, and they are wrestling with it now.

Mr. Carlucci asked the time frame on the proposal. Mr. Johnson
replied the draft is being reviewed and should make an early April EAG.
Mr. Wortman said he thought the draft could be out in a week, but Mr.
Taylor thought this was too optimistic. He expressed concern that if this
is done time must be taken to do it right.

Mr. Carlucci asked if there was duplication in the area of information
handling. Mr. Johnson said there is, but it would take a fairly detailed
study to determine exactly where and how much. It was also pointed out
that some of the duplication exists for security purposes and some serves
the needs of individual units.

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In answer to Mr. McMahon's question regarding coordination with the Directorates, it was noted that the EAG will accomplish this.

Goal #2: To increase the amount and improve the quality of student accountability in training courses, with particular reference to the Management Seminar, Program on Creative Management, the Senior Seminar, Midcareer Course, and the Advanced Intelligence Seminar, adapt accountability practices not previously used or fully applied to OTR courses. Presenter: Mr. Donald Smith, Acting Director of Training

Mr. Smith reported that this quarter's work on this goal had related to the Midcareer Course and the Senior Seminar. Some of the areas in which they worked were requirements for student presentations, case studies, daily reading assignment before guest lecturers, and research projects. The last running of the Midcareer Course required papers on topics of interest to the Center for the Study of Intelligence. These will be submitted to the Center for consideration for publication in Studies in Intelligence.

Mr. Carlucci asked if the changes have been well received. Mr. Smith replied that they have been operating on a trial basis and keeping the changes that work best.

Mr. McMahon opened a discussion regarding the need for accountability in such senior courses. He felt that in dealing with adults it should not be necessary to have an artificial yardstick to measure performance, and we do not need to try to put formal accountability into such programs. Mr. Dirks felt the primary value of such courses was not measurable. The association with people brought together from across the Agency and what they learn in that informal association is the primary value of such courses. Mr. Carlucci remarked that perhaps we were not really talking about accountability but about greater student participation. All agreed that greater student participation in a course makes it more interesting.

It was agreed that a final paper would be written on this goal noting what has been accomplished. The goal will then be dropped from DDA Goals.

Goal #4: More efficient support to overseas installations. Mr. Ed Sherman, Director of Finance

Mr. Sherman reported that there were three major efforts involved in improving support to overseas installations. The first involves a system of electronic time and attendance reporting. This would eliminate the time lag which now occurs in receiving field time and attendance reports. This time lag now precludes the timely payment of overtime, differentials, etc. and the timely recording of sick and annual leave. Underpayments and overpayments sometimes occur due to late processing of time and attendance reports.

According to ... Sherman, the major communications bases and FBIS loca

Division. However, the LA Division installation indicated the need for more flexibility in the program, and the program is now being rewritten to provide this. Installation will then continue and should be complete by the end of the year.

Mr. Sherman then discussed the Class A Accounting System. At large stations overseas the station maintains a complete set of books so all financial and budget information is available. This takes a lot of time since it must be done manually. A new system is being instituted using desk-top-terminal microprocessors. The program is being written now and will allow one set of records maintained in the microprocessors to serve all the purposes now served by the manual records. This will really save from 25 to 30 percent of the budget and finance officers' time. It will not, however, result in a reduction of slots since ____ At the moment preliminary designs are being drawn up. The actual field installation should begin next March.

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Mr. Sherman next discussed the Class B Station system. There accounting records are now pouched to Headquarters and are processed manually here. Under the new system, equipment is being installed in the Headquarters area divisions which omits some of the manual work. This has been done in three of the five area divisions. Some modifications are being made to the program, but it should be up by the end of the year.

Goal #5: Component Personnel Management Evaluation. [____] **25X1**
Deputy Director of Personnel

25X1   [____] reviewed the establishment of this goal, designed to track establishment of the Personnel Management Evaluation Unit and its progress. He reported they were about to launch this effort when the
25X1   [____] Team came in to do their study. Since the team would be looking at the same things, this goal was deferred until completion of the
25X1 study. [____] suggested this goal be held in abeyance until
25X1   [____] recommendations were studied, approved, and implemented.
25X1 Mr. Carlucci said [____] recommends a number of changes, but none of the changes are sweeping enough to cause disruption. They recommend changes be made carefully and there are areas they recommend be looked at and evaluated right away. One is improvement of evaluation process. We should implement that by starting this project, he said. It was agreed that as soon as the Office of Personnel has a chance to
25X1 digest [____] report they will adapt this goal to meet present requirements and get back to Mr. Carlucci with a revised goal.

Goal #7: To develop and implement an Agency Alcohol Program.
25X1 [   ] Deputy Director of Medical Services

25X1
25X1   [   ]reported that this program was started last September
with[   ]as coordinator. Insofar as milestones are concerned,
they defined their strategy and presented their plan to the DDA in
December. They are now in the process of revising that at an opera-
tional level. Things are moving rapidly. [   ]has talked with   25X1
senior officers in all the directorates and is working with the Office
of Training. He is very much in demand for consultations and speeches
to various Agency courses. A net has been established among individuals
in the Agency who have had the problem and that has meant tying in
with AA and with other community groups that have treatment centers.

25X1 [   ]

25X1   [   ] discussed cooperation received from external
groups. He said that, while they have a lot of administrative things
to tidy up, the program is off to a good start.

        Mr. Carlucci asked when a preliminary assessment on the degree
to which this Agency is affected by the problem might be available.
25X1 [   ]replied that this is difficult to determine. He said
we are probably more aware of the problem than many agencies. It
may be two or three years before we have any real data.

        He gave the two parts of the program as treatment and penetration
to find cases, particularly early ones, without disrupting the system.

        He discussed the work done by [   ] a consultant,   25X1
and some of his recommendations.

        Mr. Carlucci mentioned that questions regarding alcohol abuse are
asked during the polygraph examination. Mr. Gambino said this is done
only during the EOD polygraph. If the problem is serious enough it
would probably result in termination of processing. If the problem
does surface in a repolygraph it is reported to OMS.

        Mr. McMahon asked for statistics as soon as they are available.
25X1 [   ]said they are keeping statistics but there are so many
variables it is hard to make assumptions. It was agreed the program
is getting good publicity, including mention in the Director's notes.   25X1

[   ]

25X1

Goal #11: Support the DDA goal of maximum utilization of personnel resources through a 12% increase in the number of classified document pages systematically reviewed for declassification in FY 1979.

25X1 [   ] Assistant for Information, DDA
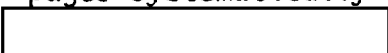
25X1 [   ] explained that E.O. 12065 mandates that every Executive branch agency have a program of systematic classification review of permanent material to determine if it should remain the same classification, be reclassified, or be declassified. It also requires that by 1988 all material 20 years old or older be reviewed and that we place comparable

25X1 emphasis on systematic declassification review to that placed on original classification.

. There are several things that had to be done in addition to the declassification review. They had to publish classification and declassification guidelines. The classification guidelines have been distributed and are now being revised. The declassification guidelines should be available by 1 May. Once these are complete and additional

25X1 experience is gained [   ] expects to get up to the top rate of production.

25X1

25X1   _____ believes we can take one of several approaches. They
can:

1. Do what is possible and be satisfied.

2. Increase manpower. They have looked at using annuitants but
    most annuitants do not want to work full-time, and those working
    on the OSS review did not perform as well as had been expected.

3. Get relief from the Executive Order.

Mr. Carlucci mentioned he thought we had obtained some relief.
Mr. Johnson said that was only relief from certain classification
procedures. It did not affect the declassification review require-
ments.

Mr. Wortman remarked he had suggested segregating the records
in Record Center which would be easiest to review and doing those
25X1   first. _____ thought there were several problems with that.
If our track record is good for a couple years it will be harder to
support a request for relief from the Order. The National Archivest
insists we go through the review process, maintaining the integrity
of the jobs. That is they must start with page one of box one of
each job and proceed in order through the job. In addition, they have not
been able to come up with any areas, except possibly FBIS, where they
can judge the difficulty of the material.

Mr. Carlucci asked that we try to close on a better note at the
next meeting.